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Sustainable Resource
Management

2003/04
Annual Service Plan Report

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Ministry of Sustainable Resource Management:

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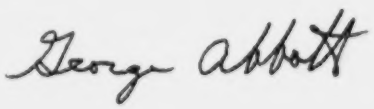
Accountability Statement

The 2003/04 Ministry of Sustainable Resource Management Annual Service Plan Report was prepared under my direction and in accordance with the *Budget Transparency and Accountability Act*. This report compares the actual results to the expected results identified in the ministry's 2003/04 Service Plan. I am accountable for the ministry's results and the basis on which they have been reported.



Honourable George Abbott
Minister of Sustainable Resource Management

June 21, 2004

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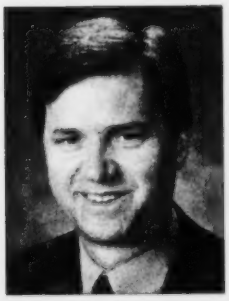
BRITISH COLUMBIA

Ministry of Sustainable Resource Management



Revitalizing British Columbia's natural resource sector is a key component of revitalizing the economy. The Ministry of Sustainable Resource Management was created by our government to play a critical role in this process. Three years from its inception, I am pleased to report that the ministry has taken great strides to encourage sustainable economic development of Crown land and resources.

As the lead provincial agency responsible for land-use planning, strategic policies and information concerning our publicly held natural resources, we have been entrusted with the task of striking a balance between economic growth and environmental integrity.

A number of land-use plans have been completed and we are seeing their value in helping to increase certainty about the land base, which in turn is resulting in economic growth and other social benefits. Enabling legislation has been completed for the Working Forest Initiative. The ministry has also been working with the business community to help bring a sustainable resource management approach to the resource sector.

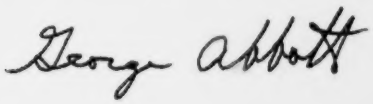
The ministry works closely with First Nations to pursue economic development opportunities, and negotiates and manages economic measures agreements. Consulting on and accommodating First Nation interests is integral to that relationship.

Three years of effort on the integration and delivery of registry and resource information are helping to improve business and government decision making. More information is available electronically, and innovations such as the presentation of much of this information in map form will make it more valuable and easier to use. The ministry has also made good progress in shifting to a greater use of partnerships in providing its registry and resource information services. Over 20 partnerships have been developed this year with the private sector and governments at all levels. Furthermore, the ministry completed policy analysis during the year concerning a proposal to establish an independent authority to operate the Land Titles Office and Surveyor General's Office which was announced on May 13, 2004.

Similar strides are being made in introducing performance-based regulations and in supporting other ministries in doing so through land-use planning and legislative changes. Reviews of land and water pricing regimes have been completed and a number of reviews of property assessment issues are underway.

All of these strategies are improving tenure certainty, the business climate and access to markets and investment.

Since assuming responsibility for this ministry on January 26, 2004, I have found the work with this ministry rewarding and look forward to the upcoming challenges. I'm pleased to provide this third annual report outlining the progress we've made in laying the foundation for a sustainable future.



Honourable George Abbott
Minister of Sustainable Resource Management

Message from the Minister of State

As Minister of State for Resort Development, I am responsible for developing a strategy to promote resort development across British Columbia.

The BC Resort Task Force was formed to enhance resort development partnerships in British Columbia and to identify and eliminate barriers for new and expanding resort development that is consistent with the principles of sustainable resource development. The B.C. Resort Task Force has been working with resort communities, First Nations and local government to ensure that British Columbia's resort potential is fully realized. The Task Force has held more than 100 face-to-face meetings, reviewed all acts and regulations that affect resort development, and mapped the resort development process.

Since being appointed Minister of State for Resort Development on January 26, 2004, I have begun work on a number of priorities for 2004/05 and beyond, including:

- developing a strategy to increase the number of Crown land sites available for resort development and presenting it to the Cabinet Committee on Environment and Resource Development;
- developing a consolidated inter-agency policy for resort development approvals, including associated recreation permitting that encourages private sector investment across British Columbia, and presenting it to the Cabinet Committee on Environment and Resource Development; and
- developing an action plan to address the recommendations of the B.C. Resort Task Force and presenting it to the Cabinet Committee on Environment and Resource Development.

British Columbia's all-season resorts are recognized throughout the world for the diversity and superiority they offer to their guests. Resorts represent enormous economic opportunities for the people of B.C. and most importantly, the communities that surround them.

Honourable Sandy Santori
Minister of State for Resort Development

Year-at-a-Glance Highlights

Land- and Resource-Use Planning

The completion of a number of strategic land-use and coastal plans will support resource-based economic development by accelerating and making more secure the access of users to land and resources.

- The Central Coast and Morice Land and Resource Management Plan (LRMP) tables reached consensus, the North Coast LRMP table reached approval in principle on a land-use map and the Sea-to-Sky LRMP was substantially completed. The Haida Gwaii/Queen Charlotte Islands land-use plan was initiated. Covering smaller landscape levels, the Kyuoquot Sound Coastal Plan was completed in May 2003, the Eight Peaks Sustainable Resource Management Plan (SRMP) was completed in June 2003, the Cortes Island Shellfish Plan was released in July 2003, and the Southern Rocky Mountains Management Plan was approved in August 2003.
- The ministry supported application of the new *Forest and Range Practices Act* by meeting its target and completing 46 per cent of priority SRMPs that specify key biodiversity objectives required under the act. Enabling legislation for the Working Forest Initiative has been passed and designation of the Working Forest is expected to be substantially completed in 2004.
- Two pre-tenure plans (Halfway Graham and Muskwa West) were completed in the Muskwa-Kechika Management Area (MKMA), opening up about 330,000 hectares to oil and gas development while maintaining environmental values in Northeast B.C. Three other pre-tenure plans were substantially completed in the same area.

First Nations Issues

The ministry is working with several partner agencies to support greater First Nations participation in the province's resource-based economy.

- A framework agreement was signed with the Haida Nation to co-manage land-use planning on Haida Gwaii/Queen Charlotte Islands.
- The ministry negotiated and managed $438,000 in economic measures agreements with First Nations. Projects funded included a regional strategy for shellfish development with six First Nations, and the Hanson Island Management Agreement.

Delivering Integrated Land and Resource Information

The ministry improved the quality of integrated registries and resource information and access to this information through a number of initiatives and major projects. Considerable improvements were made in the quality, accessibility and ease of use of the services available to the ministry's clients.

- The Integrated Land and Resource Registry Project, which will create a single register of legal interests and encumbrances on Crown and private land, is well underway.
- The integration of land and resource information is proceeding rapidly. The backlog of records data entry into the Crown land database was reduced by 60 per cent, down from 10,000 records two years ago. Stage 1 of the Corporate Watershed Base (CWB), which includes heights of land and a fully connected network of rivers, lakes and streams for the province at 1:20 000 scale, has been completed. A project to create a feature-based database with increased accessibility and update capability has been launched.
- The Land Information BC portal was launched in March 2004, providing a single window to more than 30 services.
- The ministry analyzed geographic information in support of land-use planning, the creation and designation of wildlife habitat areas, zoning of protected areas and the Defined Forest Area Management initiative.
- The ministry supported planning and operations for the Provincial Emergency Program, Office of the Fire Commissioner, RCMP and Ministry of Forests for the 2003 fire season and state of emergency.

Partnerships

Over 20 different partnerships have been developed with the private sector, all levels of government, non-government organizations and academia to support the goals of the ministry, including:

- **Integrated Cadastral Information Society**, a partnership with six major utility companies and 108 local governments to produce a parcel mapping product that fills a gap in land information that the Auditor General identified as a prerequisite for the proper capitalization of provincial land inventories.
- **Canada-wide Differential GPS service**, which allows real-time, accurate geographic location of land and resource information in the field; developed in partnership with all provinces, the federal government and Nunavut, led by British Columbia.
- **Digital Road Atlas**, a partnership with Emergency Communications Corp., Elections BC, the B.C. Ambulance Service, BC Stats and a private mapping company to keep this product up to date for accurate vehicle dispatching and people enumeration.
- **B.C. Centre for Remote Sensing, Modeling and Simulation**, established at the University of Victoria, linking the research community with both industry and government to develop solutions to land and resource problems using remotely sensed information.

Strategic Policies and Legislation

The ministry worked on principles, policies and legislation to guide sustainable resource management. Highlights include:

- The Governance Principles for Sustainability were finalized and posted on the ministry's Website and are being used to guide the development of strategic planning and policy initiatives.
- The ministry co-chaired the Sustainable Development Working Group of the Pacific Northwest Economic Region.
- The ministry was a key signatory to the "Framework for Collaboration: Launching the Five-Year Georgia Basin Action Plan."
- The ministry completed a review of land and water resource pricing to ensure a fair return to British Columbians and to help create a competitive investment climate.
- Free Crown Grant and Nominal Rent Tenure policies were revised to improve government accountability for these dispositions of Crown land, and to ensure that they support government's strategic goals.
- The deregulation target of 19.2 per cent for the year was exceeded, with a 24.1 per cent reduction in the number of ministry regulatory requirements relative to the 2001 baseline.
- The *Private Managed Forest Land Act* created a mechanism for the continued regulation of forest practices on private land subsequent to the elimination of the Forest Land Reserve. The act provides for the continued protection of key environmental values on private managed forest land.
- The *Sustainable Resource Management Miscellaneous Statutes Amendment Act* repealed a number of obsolete provisions and increased the efficiency of the application and licensing process for Crown land applications.
- Amendments to the *Assessment Act* clarified the authority of BC Assessment to assess tax-exempt properties and streamlined administrative processes.
- Amendments to the *Land Act* allow the government to set designations and management objectives for Crown land. The amendments will enable the designation of the Working Forest and support the implementation of the new results-based forest code.
- Amendments to the *Land Surveyors Act* were introduced in the legislature to provide increased professional reliance on land surveyors.

Property Assessment Services

In the area of property assessment, the ministry streamlined the appeal process to improve client services and timely results. It also developed a computer-aided training tool to assist members of property assessment review panels.

Contaminated Sites

Significant progress was made on the Britannia Mine Remediation Project. An agreement was reached that resulted in the province receiving at no cost, the land required to construct a water treatment plant. A remediation plan was submitted for approval by the provincial regulator, while the stage one remedial actions were implemented. Work was also initiated to establish a water treatment plant based on a public-private partnership model.

Organizational Excellence

The ministry is committed to visionary leadership and continuous improvement through performance-focused staff, transparency, and accountability to the public. This contributes to the quality of all ministry outcomes. This year saw the introduction of a 360-degree assessment process for executive staff and a continued focus on employee performance and development planning, as well as leadership and competency development.

The ministry successfully reorganized and set priorities to implement a workforce adjustment of 21 per cent in staff levels and a reduction of 24 per cent in operating expenditures from 2002/03 end-of-year levels. The reorganization included combining its two divisions concerned with the integration and delivery of registry and resource information into one and the reorganization of its regional staffing.

Ministry Role and Services

Ministry Overview

Services

The ministry provides clients with four broad, interrelated types of services:

- identifying opportunities for the sustainable economic development of natural resources and guiding the priorities of other provincial agencies while maintaining key environmental values;
- developing resource-management plans, including land-use and resource-sector planning, that capitalize on economic development opportunities identified by the private sector, other agencies and the ministry;
- delivering integrated registry, resource and geographic information to ensure that natural resource managers have the best information upon which to base their decisions; and
- developing strategic policies and legislation that are consistent with the government's strategic plan to guide the allocation and pricing of natural resources and related information.

The ministry is also committed to organizational excellence and provides its staff with corporate support services, including administrative, financial and human resource management.

Clients

The ministry's principal clients include related provincial government ministries and corporations, federal and local governments, First Nations, resource businesses and non-profit organizations. The results of its land and resource planning and policies are largely implemented through other ministries and agencies, such as Land and Water British Columbia Inc. However, the ministry's integrated registries, resource and geographic information and business services are used directly by both private and public clients.

Primary resource clients cover six major industry sectors: forestry; tourism; mining; oil, gas and energy extraction; agriculture; and aquaculture. These sectors directly account for about 17 per cent of British Columbia's gross domestic product (GDP)[1].

The ministry also affects, to a lesser degree, other industry sectors, including telecommunications, real estate and transportation. Together, primary and secondary clients directly account for 32 per cent of the provincial GDP.

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[1] Calculated from BC Stats and Stats Can, "Industry Account-NAICS Aggregations, 2001 GDP by Industry (1997 dollars)", obtained Nov. 27, 2002; and BC Stats and Stats Can, "Industry Account-Special Aggregations, 1999 GDP by Activity, (current dollars) -Tourism", obtained Nov. 4, 2002.

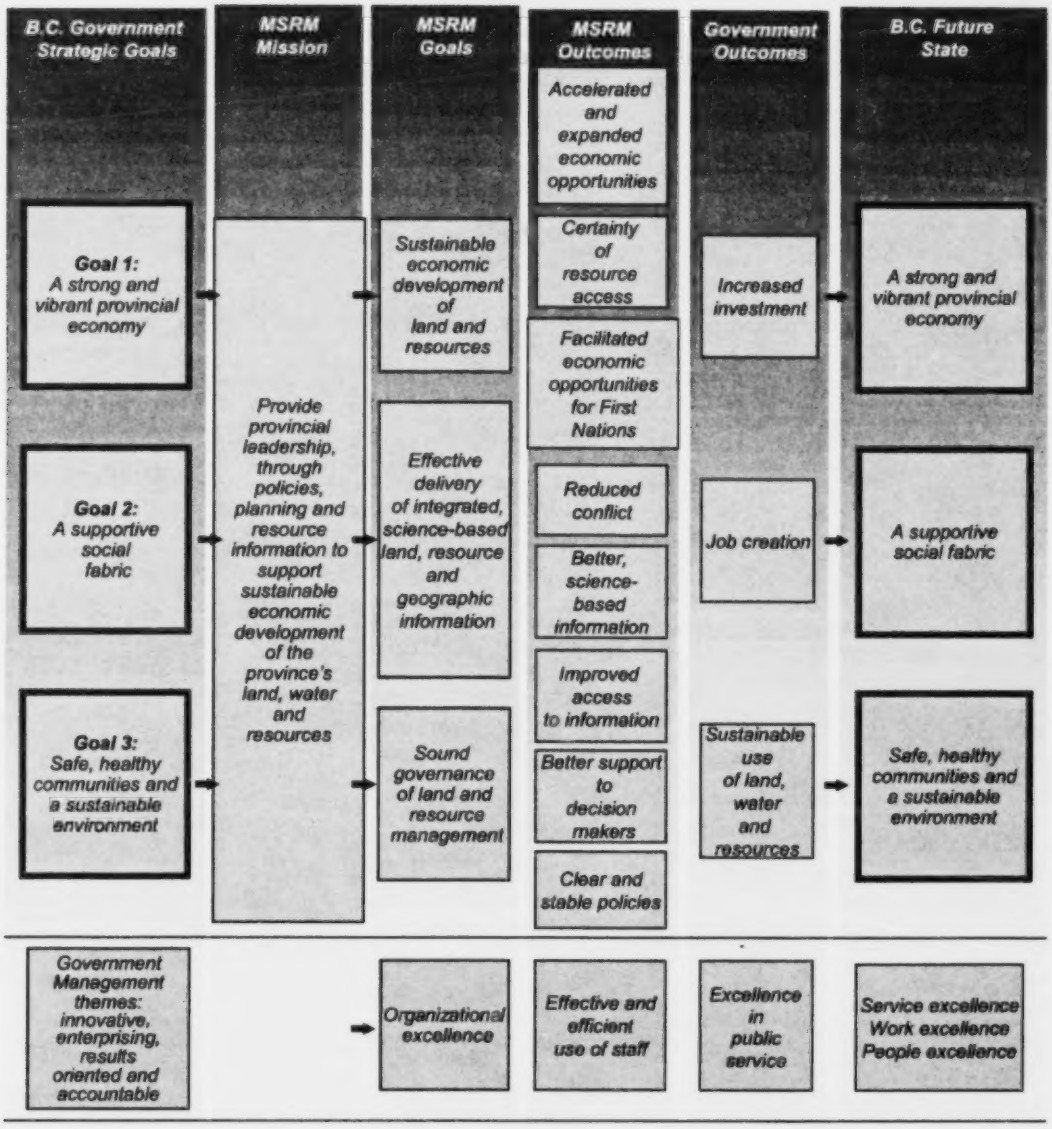
As the B.C. Progress Board pointed out in its report on the economic state of rural British Columbia[2], the revitalization of land-based industries will be one of the critical determinants of the future of rural communities across the province. Providing secure access to natural resources through land and resource management plans, making timely decisions, ensuring a competitive regulatory process, providing consistent principles for First Nations consultations and facilitating business — First Nations partnerships will have a major influence on rural revitalization and achieving government growth targets. The ministry has an important role in implementing each of these policy initiatives.

Outcomes

As shown in Figure 1, the ministry's functions and services are aimed at delivering outcomes that support the government's strategic goals and achieving many of the reforms advocated by the B.C. Progress Board. The emphasis is on promoting economic development, revitalizing investment and creating jobs while maintaining key environmental values.

[2] B.C. Progress Board, "Restoring British Columbia's Economic Heartland: Report of the Project 250: Regional Economies Panel to the BC Progress Board", Dec. 12, 2002.

MSRM: From Government Vision to Future Reality for B.C.


B.C. Government Strategic Goals
MSRM Mission
MSRM Goals
MSRM Outcomes
Government Outcomes
B.C. Future State
Goal 1: A strong and vibrant provincial economy
Goal 2: A supportive social fabric
Goal 3: Safe, healthy communities and a sustainable environment
Provide provincial leadership, through policies, planning and resource information to support sustainable economic development of the province's land, water and resources
Sustainable economic development of land and resources
Effective delivery of integrated, science-based land, resource and geographic information
Sound governance of land and resource management
Accelerated and expanded economic opportunities
Certainty of resource access
Facilitated economic opportunities for First Nations
Reduced conflict
Better, science-based information
Improved access to information
Better support to decision makers
Clear and stable policies
Increased investment
Job creation
Sustainable use of land, water and resources
A strong and vibrant provincial economy
A supportive social fabric
Safe, healthy communities and a sustainable environment
Government Management themes: innovative, enterprising, results oriented and accountable
Organizational excellence
Effective and efficient use of staff
Excellence in public service
Service excellence
Work excellence
People excellence

B.C. Government Vision
British Columbia is a prosperous and just province, whose citizens achieve their potential and have confidence in the future.

Figure 1. The ministry's goals and outcomes in relation to the government's strategic plan

Ministry Vision, Mission and Values

Vision

A vibrant economy supporting the social and environmental values of British Columbians.

Mission

To provide provincial leadership, through policies, planning and resource information to support sustainable economic development of the province's land, water and resources[3].

The Ministry of Sustainable Resource Management (MSRM) is the lead provincial agency responsible for strategic policies and plans concerning sustainable management of Crown land and water use, pricing, registration of private land titles and other tenures, strategic policies concerning property assessment, and the provision of information concerning all natural resources. The ministry administers key legislation such as the *Land Act*, the *Water Act* and the *Land Title Act*.

Values

Organizational values

The ministry is committed to the following values regarding organization and staff behaviour:

- professional and high-quality client service;
- respect for the opinions and values of others, treating each other and those we serve with fairness, dignity and compassion;
- excellence as responsible stewards of the environment;
- a diverse workforce that is welcoming and inclusive;
- the highest standards of dedication, trust, cooperation, pride and courtesy;
- teamwork to support each other and work together across divisional and geographical boundaries;
- balancing personal and workplace expectations;
- communicating our expectations and decisions while being receptive to ideas regardless of origin; and
- leadership and responsive management in a changing environment.

The ministry recognizes and encourages the application of these values through a strong commitment to staff training and recognition programs which emphasize the values, and through service quality surveys, divisional human resource plans and ministry social activities.

[3] This mission statement, taken from the ministry's 2003/04 – 2005/06 Service Plan, is a slight enhancement to that stated in the 2002/03 – 2004/05 Service Plan and clarifies the methods through which the ministry supports sustainable economic development.

Governance Principles for Sustainability

The ministry is using the following Governance Principles for Sustainability to guide its activities and delivery of public services, including the development of key policy initiatives and planning processes. The principles are organized under three themes.

Theme 1 — Certainty is about improving access to Crown land and resources; streamlining decision-making; seeking to accommodate First Nations interests; improving Crown land tenure management; improving the investment climate; and ensuring access to markets. Supporting principles include:

> ***Certainty*** *— Making timely and clear decisions within a predictable and understandable framework.*
>
> ***Competitiveness*** *— Ensuring that British Columbia remains internationally competitive by removing barriers to investment and promoting open trade.*
>
> ***Efficiency*** *— Focused and efficient delivery of government services and maximizing the net benefits arising from the allocation, development and use of natural resources.*

Theme 2 — Accountable and Responsive Government is about setting clear standards and ensuring those standards are being met through monitoring, enforcement, auditing and reporting. Supporting principles include:

> ***Accountability*** *— Enhancing performance management through effective compliance, enforcement, auditing and public reporting activities.*
>
> ***Continual improvement and innovation*** *— Learning from the past, adapting to changing circumstances, encouraging innovation and being entrepreneurial.*
>
> ***Science-based decision-making*** *— Making justifiable decisions informed by science-based information and risk management.*
>
> ***Transparency*** *— Establishing open and transparent decision-making processes that consider First Nations, the public and other key interests.*

Theme 3 — Shared Stewardship is about working cooperatively to achieve a sustainable future by shifting towards results-based approaches, providing incentives and taking into account economic, environmental and social objectives. Supporting principles include:

> ***Inclusion*** *— Including the interests of First Nations, and their desire to participate more fully in the economy of the province.*
>
> ***Integration*** *— Ensuring that decisions integrate economic, environmental and social elements, while considering the limits of each, for the benefit of present and future generations.*
>
> ***Shared responsibility*** *— Encouraging co-operation among First Nations; federal, provincial and local governments; academics; industry; and non-governmental organizations in developing and implementing policies.*

Ministry Operating Context

The ministry operates within the context of its mission (p. 18), government priorities and external factors that influence the needs and views of its clients.

Few strategic shifts in policy and approach were made during the year by the ministry. The ministry continued its focus on consolidation and meeting previous commitments, particularly in the areas of land-use planning and information. Some significant, and previously planned, reorganizations were completed during the year in the wake of an operating expense reduction of 24 per cent and a workforce adjustment of 21 per cent in FTEs.

However, most changes in the focus, scope and delivery methods of the ministry's services resulted from external and internal factors that arose during the year and that are listed below. Most of these were anticipated as challenges, risks and opportunities in the 2003/04 - 2005/06 Service Plan, but some were not.

External

The finalization of a number of LRMPs remains outstanding largely due to two factors that were anticipated to some degree:

- It has not been possible to conclude consultations with First Nations as part of the normal conduct of some of the planning tables. Consultations and negotiations outside the planning tables require the development of government approved mandates, and this has lengthened the planning processes.
- There were also delays in obtaining information required to complete the Central and North Coast LRMPs. The Coast Information Team was set up as an independent body tasked with bringing together: the best available scientific, traditional and local knowledge; environmental expertise; and community experience to support these LRMPs. The team's formation and work were very important in reaching agreement among all the players. However, the size and scope of this internationally unique project resulted in delays beyond the original targets in delivering the information, and the deadlines for completion of the North Coast and Central Coast LRMPs were delayed.

A significant and unexpected increase in the volume of real estate market transactions in the province over the year contributed to delays in the processing of land title applications. The ministry addressed this issue in the short term by diverting resources from other ministry programs, most notably the loading of the land and resource data warehouse. To provide a longer term solution, policy analysis was completed on a proposal to create an independent authority combining the Land Title Office and Surveyor-General's Office.

Client service requirements and preferences have also been shifting significantly, particularly in relation to resource information and electronic service delivery. For example, two years ago the ministry was anticipating a 30 per cent reduction in corporate information systems by the end of 2004/05. However, as client demands on Land Information BC have been formalized through service agreements, one major component of these systems — the

number of corporate applications — has increased significantly. Yet through new technology and approaches, other components of these systems have been reduced with resulting major cost savings.

The high number of forest fires over the summer resulted in increased demands for resource information and analysis and the diversion of some staff to emergency services.

The ministry was also affected by a number of changes in government policy and reallocations of responsibilities between ministries:

- The ministry assumed responsibility for the Crown Contaminated Sites program after the 2003/04 budget was established. As a consequence, the ministry faced additional costs and risks of costs resulting from legal actions and the identification of additional contaminated sites, which were not anticipated in the Service Plan for 2003/04. As no new funding was available, the program operated with limited funds, and resources were diverted from other ministry initiatives.
- Responsibility and resources for leading the development of strategic First Nations policies concerning natural resources, including consultation policies and treaty mandates, were transferred in June 2003 to the Treaty Negotiations Office. This had a limited impact on the completion of economic measures agreements and land-use planning negotiations with First Nations. It also required the dropping of a ministry performance measure.

  The new responsibilities for contaminated sites and the transferred responsibilities for First Nations led to a reorganization of the Corporate Land and Resource Governance division.
- Also in June 2003, responsibility and resources for the coordination of resource-based tourism opportunities were transferred to the Ministry of Small Business and Economic Development. However, the *Motor Vehicle (All Terrain) Act* and the Snowmobile Regulation stayed with the ministry and the pursuit of resort opportunities associated with land use were added in January 2004 to the ministry's responsibilities under a new Minister of State for Resort Development.

Internal

The ministry completed its three-year workforce adjustment process over the year with a 21 per cent reduction in staffing levels, four percentage points greater than planned and three percentage points greater than achieved between 2001/02 and 2002/03. Its budget for the year was reduced by 24 per cent. These reductions, along with increased and shifting client demands, resulted in some internal challenges. However, these challenges were largely anticipated and the ministry effectively responded by increasing its human resource planning, including succession planning, and strengthening its training and staff recognition programs.

It is anticipated that the ministry's ability to participate in large-scale, long-term partnerships will improve as additional capacity is developed over time. While over 20 partnerships were developed, they were relatively small and short term in nature.

The ministry initiated an enterprise-wide risk management program during the year and identified a number of significant risks and challenges to the achievement of its goals, objectives and performance targets in its 2004/05 – 2006/07 Service Plan. These fall into three groups:

- Rapid changes in the nature of the demand for ministry services and the proposed methods for supplying these services have created a challenge in meeting some client demands and made it more difficult to predict what can be delivered.
- Resource allocations and the speed of change affects the ministry's ability to deliver on service plan targets. While many of these impacts are internal to the ministry, others flow from the ability of other agencies to respond in a timely manner.
- External factors pose risks for the achievement of ministry performance targets and the costs of their delivery, particularly overall economic and specific market conditions, meeting land-use planning timelines and a combination of risks posed by contaminated sites on Crown lands.

The ministry has responded to the first two groups by amending performance targets in its 2004/05 – 2006/07 Service Plan and working to improve leadership qualities in order to increase the capabilities of staff and achieve the ministry's mandate in times of rapid change. To address the third group, the ministry has extended LRMP completion dates and is implementing a government-wide contaminated sites management program. All of these risks and challenges were experienced in 2003/04 and have been commented on above.

Ministry Structure and Core Business Areas

The ministry consists of four divisions, with approximately 877 staff in 2003/04 serving British Columbians in all parts of the province. These divisions are Corporate Land and Resource Governance, Corporate Services, Land Information Services, and Resource Management. They are described more fully below, in the corresponding core business area under which they operate.

The ministry has five core business areas and a special account. In 2003/04 the first two core business areas, Sustainable Economic Development and Integrated Land and Resource Information, accounted for approximately 87 per cent of the ministry's business. A further sub-vote is the responsibility of the Agricultural Land Commission, which has its own service plan.

Core Business Areas

1. Sustainable Economic Development

This core business area involves providing certainty of access to Crown resources to enable the development of resource-based economic opportunities through land and resource plans, improving the tools for balanced decisions and increasing participation of First Nations. The core business area was delivered by the 169 FTEs of the Resource Management division on operating expenditures of $24.6 million.

2. Integrated Land and Resource Information

The Land Information Services division delivers this core business area by providing integrated, science-based land, resource and geographic information. This core business area was delivered in 2003/04 by 494 FTEs, with operating expenditures of $53.1 million and capital expenditures of $6.4 million.

3. Sound Governance

The Corporate Land and Resource Governance division delivers this core business area by developing principles, policies and legislation to guide resource planning, tenuring, disposal and pricing to ensure the optimal use of Crown land and resources. The division also sets strategic policies concerning property assessment and manages contaminated sites on provincial land under this core business area. The core business area was delivered in 2003/04 by 23 FTEs, including three FTEs on property assessment services, with operating expenditures of $2.8 million.

4. Property Assessment Services

The Corporate Land and Resource Governance division manages 75 Property Assessment Review Panels across the province with three FTEs (included above under Sound Governance). The Corporate Services division supports the management of the Property Assessment Appeal Board, which utilized 11 FTEs in 2003/04. The cost of this core business area is fully recovered from BC Assessment and appeal fees.

5. Executive and Support Services

This core business area is jointly delivered by the Minister's Office, the Minister of State for Resort Development's Office, the Deputy Minister's Office and the Corporate Services division. The Corporate Services division provides the finance, administration, information technology, internal communication and strategic human resources support services for all ministry core business areas. It also provides some or all of these services for the Ministry of Water, Land and Air Protection, the Agricultural Land Commission, the Property Assessment Appeal Board, and the Environmental Assessment Office. Accountabilities to these different ministries and agencies are established through individual service agreements. This core business area was delivered in 2003/04 by 183 FTEs, with operating expenditures of $8.6 million.

Table 1 illustrates the linkages between the ministry's core business areas and goals, and the divisions that deliver the services to achieve the goals.

Table 1. Ministry Core Business Areas, Their Relationship to Goals and Ministry Structure

Core Business Areas (and Sub-Vote)	Goals Served	MSRM Division or other Agency
Sustainable Economic Development	1, 4	Resource Management Division
Integrated Land and Resource Information	2, 4	Land Information Services Division (previously Business and Information Services Division and Resource Registries Information Division)
Sound Governance	3, 4	Corporate Land and Resource Governance Division
Property Assessment Services[1]	3, 4	Corporate Land and Resource Governance Division and Corporate Services Division
Executive and Support Services	All Goals	Minister's Office, Minister of State's Office, Deputy Minister's Office and Corporate Services Division

[1] This sub-vote was transferred to MSRM in April 2002 from the Ministry of Community, Aboriginal and Women's Services.

Related Organizations

The ministry provides Land and Water British Columbia Inc. and the BC Assessment Authority with strategic policy direction. The ministry also works closely with the Agricultural Land Commission and the Environmental Assessment Office by providing corporate support services.

Land and Water British Columbia administers Crown land disposition and tenuring as well as water allocation, the BC Assessment Authority undertakes valuations of all land in the province, and the Agricultural Land Commission administers the Agricultural Land Reserve. The Environmental Assessment Office reports to the minister as a neutral provincial agency to coordinate assessment of the impacts of major development proposals in the province. Other related agencies, boards and commissions can be found in a chart of the ministry's organizational structure in Appendix D.

Update on *New Era* Commitments

In a June 25, 2001 letter to the Minister of Sustainable Resource Management, the Premier outlined the tasks this ministry was requested to focus on in a list of *New Era* Commitments and Key Projects. Table 2 includes the *New Era* Commitments and Key Projects that were outstanding at the beginning of the 2003/04 reporting year and those that have already been completed and reported on in previous years.

Table 2. Progress on *New Era* Commitments

GOVERNMENT STRATEGIC DIRECTION	PROGRESS
***New Era* Commitment**	
1. Eliminate backlog and delays in Crown land applications.	**Completed** in 2002/03.
2. Provide faster approvals and greater access to Crown land and resources to protect and create jobs in tourism, mining, farming, ranching, oil and gas production.	**Completed** in 2002/03.
3. Make the Land Commission more regionally responsive to community needs.	**Completed** in 2002/03.
4. Establish a working forest land base to provide greater stability for working families and to enhance long-term forestry management and planning.	**On Track.** The Working Forest Initiative is well advanced. Consultations were completed and the enabling legislation, the *Land Amendment Act* (Bill 46), received Royal Assent in November 2003. Substantial areas of the province will be ready for designation in 2004.
5. Adopt a scientifically-based, principled approach to environmental management that ensures sustainability, accountability and responsibility.	**On Track.** Socio-Economic and Environmental Risk Assessment (SEEA) Guidelines were completed in 2003/04. The guidelines were used in analyzing the implications of various land- and resource-use scenarios as part of the LRMP processes. Land Information BC is the flagship initiative for the ministry's information program. It enables informed decision making and intelligent use of information to support economic development, sustainability of natural resources, and registration of stakeholder rights and interests. Land Information BC provides access, products and services around a common and consistent base of quality, timely, integrated, science-based, geographically referenced land and resource information. The Governance Principles for Sustainability have been finalized and posted on the ministry's Website. Application guidelines for the principles have also been developed. The principles will be applied to new ministry-led strategic resource management planning and policy initiatives.

GOVERNMENT STRATEGIC DIRECTION	PROGRESS
6. Give property buyers more information about prospective properties by ensuring that notices of known archaeological sites are registered with the Land Title Office.	**Under Development.**
7. Deregulation — Immediately identify good opportunities to eliminate unnecessary and costly regulations.	**On Track.** The ministry identified a full range of opportunities to reduce its regulatory burden and the resulting workplan is nearly complete. The ministry surpassed its 19.2% deregulation target set for March 31, 2004 by reducing its regulatory burden by 24.1%, and is expected to exceed its overall target of 30% by June 2004.
8. Create a BC Trust for Public Lands to encourage and facilitate the expansion of public lands through private donations.	**On Track.** With the Ministry of Water, Land and Air Protection, the ministry is implementing key changes, including reduced survey requirements for lands donated for conservation purposes, and improved information-sharing.
Key Projects	
1. Build a structure for the ministry and prepare a business plan to implement the objectives of the government in this area.	**Completed** in 2001/02.
2. Review the status of existing land-use plans and current land-use planning processes and develop a strategy to conclude province-wide land-use plans in a manner which is expeditious and balanced and results in plans which can be implemented on the ground without significant delays.	**On Track.** MSRM has reviewed LRMP planning processes, made improvements and reviewed implementation issues.
3. Develop a plan to resolve land- and water-use conflicts between ministries and external interests.	**On Track.** Interagency Management Committees were re-focused to create a forum for coordination of senior resource agency managers at the regional level, speed up the delivery of economic opportunities, foster effective and appropriate consultation and accommodation with First Nations, and foster efficiencies in the Land Information BC partnership within the region.
4. Reduce the backlog in applications.	**Completed** in 2001/02.
5. With the Ministry of Water, Land and Air Protection, develop a program to implement the Living Rivers Strategy.	**On Track.** The ministry continues to support the Ministry of Water, Land and Air Protection, as required on this issue.

GOVERNMENT STRATEGIC DIRECTION	PROGRESS
6. Rationalize the numerous land and resource inventory information systems to create a central source of integrated information that can be accessed by users both within and outside government.	**On Track.** The Land and Resource Data Warehouse is the foundation for information access services, acting as a repository for client-ready data, analytical products and catalogues for information within the warehouse. Data population of the system is ahead of schedule, with 35 major collections (e.g., base mapping Crown cadastre, forest tenure, forest vegetation). Twenty-one Internet mapping applications to facilitate viewing of the resource data are available through the Land Information BC portal, launched in March 2004. The portal provides a single window to the province's land and resource information, products and electronic services for a broad range of clients.
7. Create a central registry for all tenures and other legal encumbrances on Crown land and resources.	**On Track.** The Integrated Land and Resource Registry is in its third year of development. The first increment of the registry is underway, bringing together all types of legal interest data to support the resource-based industries in northeast B.C.
8. Optimize the financial return from the use of Crown land and water resources consistent with the province's land-use and water policy objectives.	**On Track.** The ministry completed a review of land and water pricing. The Province netted $409 million from land and water resources, a 16% increase from 2002/03. This resulted from greater utilization of land and water resources by more people, as well as price increases for some of these resources to reflect their value.
9. Examine the feasibility of establishing a 20-year plan for infrastructure rights of way.	**On Track.** Work is underway to identify barriers to infrastructure access and determine whether a 20-year plan is necessary.
10. Within 18 months, develop a working forest land base on Crown land for enhanced forestry operations, accompanied by effective and streamlined approval processes for forest operations in those zones.	**On Track.** See *New Era* Commitment 4.

Performance Reporting

Summary of Performance

- There were 24 original performance measures in the service plan. Amendments during the year reduced the number of performance measures to 21.
- Eighteen out of the remaining 21 performance targets were either achieved or are on track to meet a 2004/05 performance target (where there was no amended target for 2003/04). This amounts to an overall achievement rate of 86 per cent.
- Of the three performance targets not achieved in 2003/04, one was almost achieved (89 per cent of target). If this is included, the overall achievement rate is raised to 90 per cent.
- These results are an improvement over last year's 81 per cent achievement rate.
- Six of the nine amendments affected the ministry's performance rating. Of these:
  - four were driven by external factors beyond the ministry's control
  - one was partially driven by external factors, and
  - one was the dropping of a performance measure because of overlap with another measure.

Table 3. Performance Measures Achieved and Amended

Results for Original Performance Measures		Amendments of Measures and/or Targets	
		Number of Original Measures and Targets	Number of Amended Measures and/or Targets
• 15 achieved	☑	13	2
• 3 on track for 2004/05 target	☑	1	2
• 3 not achieved	☒	1	2
• 3 dropped	❍	3	
• 24 in total		18	6

Overview of Ministry Goals

In 2003/04, the ministry pursued four goals in order to fulfill its mission and vision. The ministry's external services were provided through Goals 1, 2, and 3. Goal 4 (organizational excellence) supports and ties together the first three goals. The Performance Reporting section provides details on progress made towards achievement of each goal.

Goal 1: Sustainable economic development of land and resources

Supporting resource-based sustainable development and diversification through land and resource planning decisions, increased First Nations' economic participation, and improved frameworks for balancing resource management decisions while maintaining environmental integrity.

The ministry contributed to economic development opportunities over the year by working with other ministries, First Nations, local government and other stakeholders to provide provincial, regional and sub-regional guidance in a variety of plans, sector strategies, policies and processes. Such planning helps ensure that resource management decisions take into account the needs of communities, the economy and the environment, both now and in the future. These planning processes will enable the province to increase certainty in resource allocation, attract investment and realize resource-based economic opportunities that will benefit all British Columbians. Consensus has been reached at LRMP planning tables for the Central Coast, Morice and Sea-to-Sky areas of the province, and an additional 24 (46 per cent of total) high-priority SRMPs were completed by March 2004.

The 2003/04 – 2005/06 Service Plan identified six key strategies that the ministry is pursuing in collaboration with other natural resource ministries. Most of the key strategies are supported by the work done under all three objectives in Goal 1. Good progress is being made on all of the key strategies.

Goal 1 operating expenditures were $26.0 million, 29 per cent of the ministry total. This represents an 18 per cent decrease for this goal in 2002/03. Actual expenditures were greater than planned on Objective 1 (LRMPs) and less than planned on Objectives 2 and 3.

Goal 2: Effective delivery of integrated, science-based land, resource and geographic information

Integrated land and resource information supporting ministry and client activities related to economic development, land-use planning, sustainability and e-government services.

Land Information BC is the overarching initiative that will deliver this goal through improvement of information content and access, and business process support. Achievement of this goal will result in timely, well-informed land- and resource-use decisions by the public and private sectors. This in turn should enhance certainty of access to British Columbia's resources, improve the identification of investment opportunities, and

lower costs to the private sector and government. The ministry has a lead role in providing such services.

Goal 2 operating expenditures were $58.4 million, 66 per cent of the ministry total. Actual expenditures on land titles under Objective 2 were greater than planned, but expenditures under Objective 1 (particularly loading data into the land and resource data warehouse) and Objective 3 (particularly development of large partnerships) were less than planned.

Goal 3: Sound governance of land and resource management

Principles, policies and legislation to guide sustainable resource management.

The ministry is striving to produce principles, policies and legislation that are clear, stable and focused on strategic, performance-based regulation; on finding an acceptable balance between development and the maintenance of ecosystem integrity; and on supporting decision-makers in government and business. These are helping to deliver investment and jobs while maintaining key environmental values.

Goal 3 operating expenditures were $2.8 million, 3.2 per cent of the ministry total. The 2003/04 operating expenditure represents a 44 per cent increase from the previous year. Funding was increased due to the addition of the Contaminated Sites Program.

Goal 4: Organizational excellence

Demonstrated visionary leadership and continuous improvement through performance-focused staff as well as accountability and transparency to the public.

Goal 4 operating expenditures were $1.9 million, 2.1 per cent of the ministry total. This was a 45 per cent decrease from last year and resulted largely from reductions in training expenditures. (This reduction was partially offset by training accessed from central government services)

Report on Results

This section reports the progress made by the ministry on its objectives under each ministry goal through its performance measures and accomplishments. The principal strategies supporting each objective are also listed.

Table 4 provides a key to the descriptions used for:

- progress on each of the strategies, and
- performance under each of the measures.

Table 4. Key to Status Descriptions of Strategies and Performance Measures

Strategies: Implementation Status	Performance Measures: Assessment Against Target
Completed. The strategy was completed in 2003/04.	**Achieved.** 2003/04 target met (original or amended as indicated in explanation of variance).
Ongoing. The strategy is now part of the ongoing operational strategies of the ministry.	**On track.** No 2003/04 target, and adequate progress was made towards meeting the target in a later year (original or amended).
Underway. The strategy is being pursued under the ministry's 2004/05 – 2006/07 service plan.	**Not achieved.** The 2003/04 performance did not meet the 2003/04 target or was not on track to meet a 2004/05 target (original or amended).
Modified. The strategy's focus was changed during 2003/04.	**Dropped.** The performance measure was eliminated because it was combined with another, or the activities being measured were transferred to another agency.

With respect to the principal strategies listed under each objective, all are considered ongoing unless otherwise noted.

Goal 1: Sustainable economic development of land and resources

Core Business Area: *Sustainable Economic Development*

Objective 1: Land- and resource-use decisions that enable sustainable economic development, contribute to more diversified resource-based communities and promote environmental stewardship

Under this objective, completion of LRMP planning tables was delayed for several reasons, but these are now on track for their amended targets. Other performance targets were met.

Principal Strategies:

- Complete priority land- and resource-use plans to facilitate sustainable development, including Land and Resource Management Plans (LRMP), Sustainable Resource Management Plans (SRMP), coastal plans and pre-tenure plans;
- Complete and support implementation of the Central Coast Strategy (including consideration of ecosystem-based management);
- Establish landscape objectives to meet the requirements of the Results-Based Code and thereby to maintain and support forest industry competitiveness;
- Use sector strategies (mining, oil and gas, tourism, agriculture) to help establish land-use planning priorities that support government's overall economic strategy;

- Identify and facilitate the development of opportunities to increase economic activity resulting from Crown land and resource use;
- Identify and facilitate the development of resource-based tourism opportunities and a Crown land recreation strategy in collaboration with the Ministry of Competition, Science and Enterprise, Land and Water BC Inc., the Ministry of Water, Land and Air Protection, and other stakeholders; and
- Establish and work with government/client teams in each region to identify resource-based economic opportunities supported by resource-use plans and information.

Note: The strategies concerning resource-based tourism and government/client teams were modified:

- The Tourism and Recreation Branch budget and FTEs were transferred to the Ministry of Small Business and Economic development. While the lead for tourism was transferred, tourism and recreation planning continues to be included in "integrated" land-use planning projects. In addition, the ministry is supporting the newly appointed Minister of State for Resort Development. Likewise, Land and Water BC Inc. continues to have responsibility for issuance of commercial recreation tenures to support tourism sector growth.
- Government/client teams have been developed on an ad hoc basis to support specific planning initiatives, such as Eight Peaks and Southern Rocky Mountain Resource Management Plans.

Performance Measures	2003/04 Target	2003/04 Actual	Explanation of Variance
• Specified LRMPs that satisfy sustainability principles, completed[1] by target dates	**Amended Targets[2]:** • Central Coast completion date set for April 30, 2004 • North Coast, Sea-to-Sky, and Morice LRMPs completed by April 30, 2004	• Central Coast planning table deliberations completed December 31, 2003 • North Coast planning table reached agreement in principle March 31, 2004 • Sea-to-Sky planning table deliberations substantially completed March 31, 2004 • Morice plan completed March 31, 2004	**Not achieved** • Target completion dates for the Central Coast and North Coast LRMPs were amended to April 30, 2004 to allow for delays in provision of information by an independent science team • All but North Coast and Sea-to-Sky on track for amended target date. While these tables reported by the end of the fiscal, they requested more time to complete their plan documentation • Provincial government to First Nations government negotiations are to occur before approval of each LRMP
	• Haida Gwaii/Queen Charlotte Islands Land Use Plan planning forum work to be done by November 30, 2004	• Haida Gwaii/Queen Charlotte Islands plan entered first stage of plan preparations on March 31, 2004	• Haida Gwaii/Queen Charlotte Islands plan initiation delayed in consultation with Haida
• Percentage of high-priority SRMPs completed, including objectives to support the Results-Based Code	• 45% completed by end of 2003/04	• 46% of high-priority plans completed by end of 2003/04	**Achieved**

Performance Measures	2003/04 Target	2003/04 Actual	Explanation of Variance
• Specific achievements with respect to socio-economic and/or environmental benefits resulting from identifying and developing specific Crown land-use opportunities (e.g., tourism projects)	**Amended target[3]:** Complete opportunity-based land-use plans to increase regional investment and develop at least $10M capital investment and 50 jobs over 5 years • Identify at least 1,000 hectares of new land available for sale/tenure by Land and Water BC Inc. • Amend Crown land access policies that will double the number of applicants seeking to acquire land for agricultural development	• Eight Peaks SRMP completed, enabling regional investment of over $21M and 100 jobs over 5 years • Canoe Mountain resort project launched with the ministry's support, and is expected to result in millions of dollars of capital investment as well as 165 full-time and at least 150 part-time jobs • 1,200 hectares of new land available for sale/tenure by Land and Water BC Inc. in the South Okanagan as a result of the Okanagan/Similkameen *Land Act* review project • Extensive Agriculture Program eligibility criteria amended to ease access for applicants to acquire land for agricultural development	**Achieved amended target**

[1] "Completed" refers here to the completion of LRMP planning table deliberations.

[2] **Original targets:**

- "Central Coast interim planning measures by June 30, 2003 and completion of government to government negotiations with First Nations by December 2003."
- "North Coast, Haida Gwaii/Queen Charlotte Islands, Sea-to-Sky, and Morice LRMP's completed by end of 2003/04."
- "Atlin-Taku LRMP completed by end of 2004/05 (under review)." Largely because of resource constraints, the scale, nature and timing of the Atlin-Taku plan project remains under review.

[3] Original target: "Baseline and targets to be developed by end of 2003/04."

The completion of land-use plans and the identification of land-use opportunities are important as performance measures for this objective because both provide significant information to investors and others wishing to access the province's resources and will thus contribute major socio-economic and/or environmental benefits for the province. They also contribute directly to measuring success under strategic actions in the government's strategic plan.

Accomplishments

Land- and resource-use plans

- The Eight Peaks Sustainable Resource Management Plan was completed in June 2003 and the Southern Rocky Mountains Management Plan was approved in August 2003. The Eight Peaks plan clears the way for a potential capital investment in expanded ski operations of more than $21 million, while the Southern Rocky Mountains plan creates a stable investment climate in the Kootenays that will encourage sustainable economic development.
- The Kyuoquot Sound Coastal Plan was completed in May 2003 and the Cortes Island Shellfish Plan was released in July 2003. The plans identify additional opportunities for salmon farming and shellfish development. They also emphasize conservation, community and marine values.
- The Central Coast LRMP planning table reached consensus, the Morice plan was completed and the North Coast and Sea-to-Sky plans were substantially completed by March 31, 2004. These plans will accelerate the access of all sectors to natural resources in these areas. Completion of the Sea-to-Sky LRMP will also be one of the critical factors required for the commencement of construction of the new Sea-to-Sky highway in time for the 2010 Winter Olympics and Paralympics.
- The Haida Gwaii/Queen Charlotte Islands land-use plan was initiated in 2003/04.

(See also sector-specific comments below regarding pre-tenure plans, access strategies and economic opportunity studies.)

Tourism

- The ministry supported the successful launching of the Canoe Mountain resort project by developing land-use objectives that resolved a conflict between forests and tourism over timber harvesting and viewscape requirements. This resort will create 165 full-time jobs and 150–300 part-time jobs and inject hundreds of millions of dollars into B.C.'s economy.
- The Eight Peaks Sustainable Resource Management Plan fulfills a throne-speech goal to double B.C.'s tourism industry revenues by 2010. Eight Peaks was one of the regions identified in the throne speech with unmatched potential.

Forestry

- Forty-six per cent of the priority Sustainable Resource Management Plans (SRMP) and resource targets containing key biodiversity objectives required to support the Results-Based Code (under the *Forest and Range Practices Act*) were completed by the end of 2003/04. All SRMPs will be completed by the end of 2005/06. These plans will provide the forestry sector with certainty of access, maintain environmental protection and therefore secure access to international markets for forest products, and in specific cases enable an increase in the annual allowable cut.
- A framework for ecosystem-based management of forest resources is being considered as part of the Central and North Coast LRMP table recommendations to government. This is aimed at protecting the environmental integrity of the ecosystems on the Central

and North Coasts while maintaining access to international markets through avoidance of market campaigns.

Energy development

- Two pre-tenure plans (Halfway-Graham and part of Muskwa-West) were completed in the Muskwa-Kechika Management Area, opening up about 330,000 hectares to oil and gas development in Northeast B.C. A further three pre-tenure plans were substantially completed in this area (Besa-Prophet, the remainder of Muskwa-West and Sulphur/8 Mile), which will lift the total area available for oil and gas development to around 660,000 hectares. For more information, see http://srmwww.gov.bc.ca/rmd/ecdev/mog/ptp/index.htm.

Objective 2: Increased economic benefits resulting from First Nations' participation in land and resource-based activities

Good progress has been made under this objective with respect to completing action plans designed to improve First Nations economic participation, increasing the number of business opportunity agreements with First Nations, and increasing the value of economic activity resulting from projects with First Nations.

Principal Strategies:

- Promote initiatives that improve economic development and resource management opportunities for First Nations; and
- Develop agreements with First Nations that promote stewardship and economic development.

Performance Measure	2003/04 Target	2003/04 Actual	Explanation of Variance
• Completion of action plans for First Nations' involvement in resource-based economic development in each region	• Action plans by end of 2003/04	• 23 action plans were completed to improve First Nations economic participation in: • shellfish aquaculture • tourism and resort lodges • forestry and botanical forest products • secondary businesses • spawn-on-kelp • independent power production	**Achieved**
• Number and significance of new agreements with First Nations	**Amended Target**[1]: • At least 5 new business opportunities identified through agreements and acted upon by First Nations	• 5 new business ventures and/or partnerships were created through: • Gitga'at Nation Tourism Development Study • Gitga'at Nation — Forestry EBM • Old Massett Village — Cultural Complex • Haida Gwaii Tourism Development Strategy • Heiltsuk Tribal Council Ecosystem Based Forestry Management Trial • As well, the Aquaculture LOU with Turning Point member nations has identified 18 pilot test site shellfish farms	**Achieved**

[1] **Original target:** "Measure and target to be developed by end of 2003/04."

Performance Measure	2003/04 Target	2003/04 Actual	Explanation of Variance
• Value of economic activity resulting from selected projects with First Nations	**Amended Target[2]:** • Undertake at least 5 projects with First Nations, which leverage at least $250,000 investment from other sources	Over $7 million in investment was leveraged through ministry agreements with First Nations, including: • $6.6 million leveraged by the 23 First Nations' action plans noted above • $275,000 leveraged through the Shellfish Aquaculture LOU with Turning Point member nations • $75,000 by the Tourism LOU with Turning Point member nations • $30,000 by the Haida Tribal Society Tourism Development Strategy • $145,000 by the Old Massett Village — Cultural complex • $60,000 by the Tourism Sliammon agreement	**Achieved**

[2] **Original target:** "Measure and target to be developed by end of 2003/04."

These performance measures indicate the number, value and location of investment opportunities where cooperation between government and First Nations can result in economic, social and environmental benefits for all.

Accomplishments

- The ministry is working with several partner agencies to support greater First Nations participation in the province's resource-based economy. Outcomes generally include partnerships between companies and First Nations, building First Nations capacity to support the development of resource opportunities and investment.
- A framework agreement was signed with the Haida Nation to co-manage land-use planning on Haida Gwai/Queen Charlotte Islands.
- The ministry managed economic measures agreements with First Nations totalling $438,000.

- Projects funded included a regional strategy for shellfish development with the Wuikinuxv, Heiltsuk, Kitasoo, Haisla, Masset and Skidegate First Nations, and the Hanson Island Management Agreement between the Province and the Kwakiutl District Council, Musgamagw Tsawataineuk Tribal Council and Tlowitsis First Nation.

Objective 3: Sustainable development based on frameworks that support balanced resource-based management decisions

The ministry has made good progress towards achieving this objective despite ongoing policy development with the Working Forest Initiative. Success has been achieved in the completion of Crown land access strategies and socio-economic and environmental risk assessment guidelines to support LRMP planning.

Principal Strategies:

- Implement the Working Forest Initiative and associated resource access targets;
- Develop policy to improve access to Crown land and resources;
- Support academia, First Nations, industry and other agencies in improving science-based decisions on land use and resource management; and
- Develop and refine socio-economic and environmental assessment tools to inform land and resource planning decisions.

Performance Measure	2003/04 Target	2003/04 Actual	Explanation of Variance
• Provision of tools and policy that support balanced decision-making	**Amended Target[1]:** • Working Forest policy and associated resource targets substantially implemented by December 31, 2004	• Enabling legislation for the Working Forest received Royal Assent in November 2003; substantial implementation of resource targets to be achieved by December 31, 2004	**On track for amended target.** Ongoing work to clarify and finalize the policy is taking longer than anticipated.
	• Socio-economic and environmental analysis tools to support all levels of planning completed for all LRMPs by end of 2003/04	• Socio-Economic and Environmental Risk Assessment Guidelines completed	**Achieved.**
	Amended Target[2]: • Ecosystem-based management framework developed by June 2004 as part of overall negotiations of the Central and North Coast LRMPs	• Ecosystem-based management framework expected to be developed by June 30, 2004	**On track for amended target.** Target amended because the ecosystem-based management framework is being developed as part of the table recommendations of the Central and North Coast LRMPs, and these plans have been delayed.

[1] **Original target:** "Working Forest policy and associated resource targets implemented by end of 2003/04."

[2] **Original target:** "Eco-system based management framework developed by end of 2003/04."

This broad performance measure was used to allow the inclusion and progress of specific targets in the form of policies, guidelines and frameworks, all of which will support balanced, resource-based decision-making.

Accomplishments

- The Working Forest Initiative is well advanced. Consultations were completed and the enabling legislation, the *Land Amendment Act, 2003* (Bill 46), received Royal Assent in November 2003. The Working Forest Initiative is on track to be designated in 2004.
- Completed a Crown land access strategy for subsurface resources (minerals, oil and gas). These strategies provide ministry guidance as to the priority areas for action to create

greater access to Crown lands and resources. The subsurface strategy is supporting the Ministry of Energy and Mines' implementation of the "two-zone" strategy for mining sector access to B.C. resources.

- Completed a Crown land access strategy for the agriculture sector. The Extensive Agriculture Program was amended in November 2003 to reduce barriers to agricultural access and development of Crown land. These changes will attract investment, encourage business and economic opportunities and provide new jobs in agriculture in rural British Columbia.

Goal 2: Effective delivery of integrated, science-based land, resource and geographic information

Core Business Area: *Integrated Land and Resource Information*

Objective 1: Integrated land and resource information

Considerable progress has been made this year on information integration, to improve the quality, relevance and management of and access to information.

Principal Strategies:

- Provide integrated registry information;
- Provide integrated resource information;
- Provide a geographic spatial reference for the province;
- Deliver an integrated data warehouse for access to resource and registry information; and
- Maintain an operational information management infrastructure.

Performance Measures	2003/04 Target	2003/04 Actual	Explanation of Variance
• Percentage of land/resource information systems integrated	• 50% by end of 2003/04	• 54% based on a weighted average of change in number of applications (25% increase); servers (55% decrease); GIS computer sites (92% decrease) and Oracle databases (53% decrease). Weights based on distribution of ministry effort	**Achieved**
• Percentage of datasets loaded into data warehouse	• 40% by end of 2003/04	• 59% (56 of 95 priority datasets at April 1, 2002 have been loaded into the Land and Resource Data Warehouse)	**Achieved**

The performance measures under this objective were designed to quantify the progress the ministry has made in integrating land and resource information. This progress will support the ministry outcomes of better support to decision-makers and improved access to information.

Accomplishments

- Established a production data infrastructure in the Land and Resource Data Warehouse (LRDW), which is the foundation for information access services, acting as a repository for client-ready data, analytical products and catalogues for information within the warehouse. This will provide easy access to the best available data and information, assisting decision-making by local communities, businesses, industry and national/international clients. Data population of the system is ahead of schedule, with 35 major collections (e.g., base mapping Crown cadastre, forest tenure, forest vegetation). This enabled the use of 21 viewing applications for Internet mapping to facilitate viewing of the resource data. Consolidation into the LRDW of five principal data warehouses in existence at the time of formation of the ministry is 76 per cent complete. For more information, see http://maps.bcgov/imf406/imf.jsp?site=lrdw_catalog_ext_t.
- The 92 per cent reduction in GIS computer sites and 55 per cent reduction in servers over the last two years have resulted in efficiencies throughout the organization. Further efficiencies are anticipated in the coming years.
- Obtained the support of seven ministries, several provincial agencies and the private sector for the vision and development of a single register of legal interests and encumbrances on Crown and private land, known as the Integrated Land and Resource Registry Project. This project will deliver a Web-based integrated Crown and private land registry, providing greater certainty of information around land ownership and existing land interests and designations. In addition, this project is on schedule to deploy an

operational pilot of the registry in northeast B.C. by April 2005. For more information, see http://srmwww.gov.bc.ca/irp/.

Objective 2: Effective delivery of client services

This year has been a year of focusing — on what our clients want, what we can deliver, how we are organized and what will bring us closer to the vision of Land Information BC. We have instituted new management structures and processes to ensure that we are effectively addressing client needs, including a governance structure, service agreements, consolidation of information functions within the Land Information Services Division, and a partnership focus.

Significant efforts have been directed at the Land Information BC portal, launched in March 2004. The portal provides a single window to the province's land and resource information, products and electronic services for a broad range of clients. The portal currently provides access to more than 30 services, ranging from access to reports, documents, images and maps, to interactive mapping tools for land and resource information. The portal is available online 24 hours a day and is organized by subject area, allowing users to seek land and resource information services without having to know which part of the ministry is actually responsible for the information. These e-mapping services provide interactive access to such items as land-use plans, land ownership and tenure information (online Cadastre), air photo inventory, Trans Canada Trail, and the Conservation Data Centre. More information can be found at http://www.gov.bc.ca/bvprd/bc/keyInitiativeHome.do?action=landInfoBCUser&navLd=NAV_ID_province

Principal Strategies:

- Provide access to information for government, industry and public clients;
- Provide decision support, information management services and products in support of economic development and land-use planning (supports Goal 1);
- Provide other government agencies and partners with decision support, information management services and products; and
- Provide land title and registry services.

Performance Measures	2003/04 Target	2003/04 Actual	Explanation of Variance
Amended Measure[1]: • Percentage of clients satisfied with land information services covered by service agreements	**Amended Target:** • Baseline survey developed, tested and administered by fiscal year end by BC Stats	• Baseline survey developed, tested and administered by fiscal year end by BC Stats • 2003/04 baseline of 46% established	**Achieved.**
Amended Measure[2]: • Average number of days to examine land title transfers and charges	**Amended Target:** • 6	• 14.4	**Not achieved.** The Land Titles Branch was not able to meet its target turnaround time of 6 days because of a substantial increase in the volume of real estate market transactions over the year. In early October 2003, the turnaround time peaked at 27 days. At that time the ministry added staff and funding to address the issue and this has significantly reduced the turnaround times, to 3.6 days in March 2004, well under the target. Creation of the new authority combining the Land Titles Office and the Surveyor-General's Office will allow the target to be achieved in future.

[1] The amended measure shown above was created by combining the following two original measures: (A) "Percentage of clients satisfied with information related services" and (B) "Percentage of client requests for integrated information delivered within timelines specified in service level agreements." Justification: Measure (A) proved to be too broad in terms of the services covered and (B) was too narrow in relating to timelines only rather than all service attributes. In addition, since service agreements have not yet been finalized, it has not been possible to develop the measure and establish a baseline.

[2] **Original measure:** "Percentage of land title transactions examined within six working days." Measure amended to reflect the way the Land Titles Office calculates service times. The original version would also have been difficult to interpret.

These performance measures were chosen to gauge the level of support for clients who use the ministry's land and resource information through service agreements and to indicate the efficiency of the land title system.

Accomplishments

- Launched the Land Information BC portal in late March 2004, allowing a single-window access to more than 30 services, ranging from access to reports, documents, images and maps, to interactive mapping tools for land and resource information.
- Launched Online Cadastre in April 2003 in partnership with the Corporation of B.C. Land Surveyors to make maps of public land available online.
- Completed Stage 1 of the Corporate Watershed Base of heights of land and a fully connected network of rivers, lakes and streams for the province at 1:20 000 scale, and added toponyms (geographical names) associated with these rivers, lakes and streams.
- Launched the iTRIM project, which will result in a feature-based database in which to manage TRIM and its derived products, allowing for the increased accessibility and update capability of this data.
- Launched a Canada-wide Differential Global Positioning System service in October 2003. See further details under Objective 3 Accomplishments.
- Launched Government Access Tool for Online Retrieval Internet Payment Plan to provide Internet access to historic Crown grants and related documents.
- Developed products and tools to support more effective client access to resource information (e.g., Aqua-cat, Species and Ecosystems Explorer).
- Supported planning and operations for the Provincial Emergency Program, Office of Fire Commissioner, RCMP and Ministry of Forests for the 2003 fire season and state of emergency.
- The Air Photo Inventory online Internet tool was opened for use in November 2003. This initial release allows viewing of air photo coverage on a home computer, eliminating the need to use paper index maps to search for air photos.
- As the first step towards Digital Image Management, implemented a temporary system to manage and provide Internet access to ortho-imagery. When established in 2005, air photos, orthophotos and satellite images will be viewable from any home computer.
- Continued to provide leadership for the Corporate Base Mapping Advisory Committee with agency and industry clients, for delivery of base mapping products. Implemented standard operating procedures for acquiring and providing government with geographic data.
- Provided geographical names support and advice in the cultural component of treaty negotiations with Snuneymuxw, Te'mexw, Sliammon and Maa-nulth First Nations.
- Provided geographic information analysis and support for land-use planning across the province, including Land and Resource Management Plans (Sea-to-Sky, North Coast, Lillooet, Central Coast and Morice), Haida Gwaii/Queen Charlotte Islands Land Use Plan, numerous Sustainable Resource Management Plans and Clayoquot Sound Watershed Plans.
- Provided the Ministry of Water, Land and Air Protection with geographic information analysis and support for the creation and designation of Wildlife Habitat Areas, Ungulate Winter Ranges and internal Protected Area zoning.
- Provided the Ministry of Forests with professional expertise and geographic information analysis and support for the Defined Forest Area Management initiative.

- Signed service agreements with the Ministry of Forests, Ministry of Transportation, and Treaty Negotiations Office to provide Land Information BC services.
- Established a governance framework for Land Information BC driven by value to clients, including client and executive councils, which promote inclusive decision-making.

Objective 3: Transformed business, including e-government, deregulation and alternative service delivery

Land Information BC was created as the driving force behind changing the way information services are delivered within the natural resource sector. This transformation includes business practices, electronic service delivery and partnerships.

The Land Information BC portal is the delivery agent for land and resource information e-services. Over 30 online services are now available.

An integral part of Land Information BC's responsibilities is to seek opportunities for alternative service delivery arrangements. Over the past year, several partnerships have been established that will leverage funding and technological advancement for the benefits of clients. The Integrated Cadastral Information Society, a partnership of local government, utility companies, and the provincial government to deliver an integrated cadastral fabric for B.C., is an example of new ways of doing business. For more details, see http://www.icisociety.ca/

Principal Strategies:

- Migrate to electronic service; and
- Develop and maintain partnerships with other governments, industry, academia and other organizations.

Performance Measures	2003/04 Target	2003/04 Actual	Explanation of Variance
• Percentage of land and resource information services available electronically	• 10% annually to a maximum of 60%	• 53%	**Achieved.** This measure is not effectively capturing performance under this strategy and has been dropped in the 2004/05 - 2006/07 Service Plan. The ministry is developing an e-services strategy that will address development and management of e-services. Part of this strategy will be determining appropriate benchmarks and metrics around provision of e-services.
• Amount of cost recovery and cost reduction through partnerships	• $10 million from partnerships by end of 2004/05	• $1.5 million under current tracking system • Real figure estimated at $6 million • On track for $10 million by end of 2004/05	**On Track.** Systems will be improved to ensure that all cost reductions and costs avoided are included.

The rationale for choosing these performance measures stems from the ministry's desire to show the progress made in providing more effective and cost-efficient service delivery within the natural resource sector — including business practices, electronic service delivery and partnerships.

Accomplishments

A number of partnerships have been developed. Notable examples include:

- **Integrated Cadastral Information Society** — Partnership with six major utility companies and 108 local governments to produce a parcel mapping product that fills a gap in land information that the Auditor General identified as a prerequisite for the proper capitalization of provincial land inventories.
- **Integrated Land and Resource Registry** — See Objective 1: Accomplishments for details.
- **Canada-B.C. Hydrometric Agreement** — Cost sharing with BC Hydro, Environment Canada and resource industries to operate a provincial stream gauge network.
- **Provincial Digital Base Mapping** — Significant benefits from data exchange and cost-sharing agreements with resource industries to update aerial photography and topographic base mapping across British Columbia.

- **Digital Road Atlas** — Partnership with Emergency Communications Corp., Elections BC, the B.C. Ambulance Service, BC Stats and a private mapping company to keep this product up to date for accurate vehicle dispatching and people enumeration. The same product leverages federal funding for the National Road Atlas and ensures compatibility with the federal road model. This project will provide a single corporate data set for basic road data, for use by all government agencies and some key non-government agencies. This will remove duplication of effort and provide a common level of consistency and accuracy across government. For more information, see http://srmgww.bcgov/bisd/bmgs/DRA2/index.html
- **Corporate Watershed Base** — Partnership with Federal National Hydrographic Network to ensure compatibility with the federal hydrographic model, leveraging federal funding.
- **Canada-wide Differential GPS service** — Launched a new service in October 2003 to provide effective tools, utilizing GPS, for georeferencing of land and resource data. The service allows real-time, accurate geographic location of land and resource information in the field. Service development led by B.C. in partnership with all provinces, federal government and Nunavut. Partnership reduced B.C.'s costs in achieving national standards and in providing cost-effective tools for use in very challenging terrain in B.C.
- **Treaty Negotiations** — Partnered with the federal government in a spatial information sharing agreement.
- **Government of Ontario** — Signed a Memorandum of Understanding with the Ontario government to share expertise and techniques for improving technology and information management; policies and legislation regulating the use and collection of geographic information; geographic information standards; and techniques for collecting scientific and technical information.
- **National Forest Information System** — Cost sharing with provinces and federal government to develop and maintain a Web-enabled reporting system on Canada's forest resources.
- **Nature Conservancy of Canada** — Cost sharing in the development of a provincial system for freshwater ecological classification.
- **Fisheries and Oceans Canada** — Continuation of the Fisheries Information Sharing Agreement working towards coordinating efforts in fisheries information collection, storage and access.
- **Sustainable Forestry Initiative (SFI) classification** — Partnership with the Conservation Data Centre, forest industry and Ministry of Forests to create a national vegetation classification for B.C. that can be globally ranked to help meet SFI certification requirements.
- **B.C. Center for Remote Sensing, Modeling and Simulation** — A remote-sensing centre of excellence established at the University of Victoria through the joint efforts of the ministry and the university. The centre will link the research community with both industry and government in developing solutions to land and resource problems, using remotely sensed information.

- **Cooperative Ocean Information Network (COIN) Pacific** — A partnership between the provincial and federal governments, industry and the academic institutions to further the cooperative study of ocean resources.
- **GeoConnections** — Worked with GeoConnections supporting development of the Corporate Metadata Repository, the Digital Image Management system and the COINPacific portal application.
- Partnered with the Corporation of Land Surveyors, resulting in reduction of plans examination process by 90 per cent.
- Partnered with the Ministry of Energy and Mines on the Petroleum Titles Online and Mineral Titles Online projects.
- **BC Active Control System** — Continued work initiated in 2001 with the Greater Vancouver Regional District to establish a modern survey control system for member municipalities. BC Active Control Points are also used by the Pacific Geoscience Centre for monitoring and tracking "slow earthquakes" (slip events) along the Juan de Fuca plate.

Goal 3: Sound governance of land and resource management

Core Business Area: *Sound Governance and Property Assessment Services*

Objective 1: An effective policy regime for land and resource management

The ministry identified a full range of opportunities to reduce its regulatory burden and the resulting workplan is nearly complete. The ministry surpassed its 19.2 per cent deregulation target set for March 31, 2004 by reducing its regulatory burden by 24.1 per cent, and is expected to exceed its overall target of 30 per cent by June 2004. The ministry will soon undertake a review of the potential for a performance-based regulatory regime as part of the next phase of deregulation.

Principal Strategies:

- Review and develop effective strategic policies and legislation, particularly for property assessment, revenue, land and water linked to the Minister's Council[4];
- Develop performance-based regulatory approaches; and
- Reduce the number of regulatory requirements.

[4] The Minister's Council consists of the Deputy Ministers of the Ministry of Sustainable Resource Management and the Environmental Assessment Office together with the CEOs of BC Assessment, Land and Water British Columbia Inc. and the Agricultural Land Commission. The council ensures that all these agencies coordinate and align their policies to support sustainable economic development.

Performance Measure	2003/04 Target	2003/04 Actual	Explanation of Variance
• Percentage reduction in the number of regulatory requirements relative to the June 2001 base number of 9373	• 19.2% by end of 2003/04 • 30% by end of June 2004	• 24.1%	**Achieved.** On track to achieve 30% by June 30, 2004.

This performance measure is used to gauge the progress in the ministry's efforts to support the government-wide goal of reducing the regulatory burden and outdated policies.

Accomplishments

- The *Private Managed Forest Land Act* created a mechanism for the continued regulation of forest practices on private land subsequent to the elimination of the Forest Land Reserve. The act provides for the continued protection of environmental values on private managed forest land and has created a new governing council representing an innovative partnership of members appointed by government and by owners of private managed forest land.
- The *Sustainable Resource Management Miscellaneous Statutes Amendment Act* underscores government's commitment to operate more efficiently, by eliminating duplicate or redundant requirements and by improving administrative processes in several acts. These amendments repeal a number of obsolete provisions and increase the efficiency of the application and licensing process for Crown land.
- Amendments to the *Assessment Act* clarify the authority of BC Assessment to assess tax-exempt properties. These changes avoided a potential loss of tax revenue for taxing jurisdictions of up to $75 million.
- Amendments to the *Land Title Amendment Act* will support an electronic filing system. These amendments allow the Land Title Office to accept strata property transfer forms electronically.
- Completed a review of land and resource pricing to ensure a fair return to British Columbians and to help create a competitive investment climate. The ministry also established a framework for negotiation and consultation with all resource sectors for going forward with reviews of all pricing regimes.
- Revised policies concerning free Crown grants and nominal rent tenures to improve government accountability for these dispositions of Crown land and to ensure that they support government's strategic goals.
- Streamlined the Property Assessment Review Panel process to improve client services and timely results. For example, the ministry developed a computer-based, interactive training program for members of the Property Assessment Review Panel.
- Initiated a property assessment review of port lands to ensure their long-term competitiveness.

Objective 2: Crown land and resource decisions are informed by First Nations' interests

Significant progress was made on this objective before the transfer in June 2003 of the ministry branch to the Treaty Negotiation Office. For example, the ministry led the development of strategic policies, including consultation policies and treaty mandates, to ensure that First Nations' interests informed Crown land and resource decisions.

Principal Strategies:

- Lead the development of strategic policies, including consultation, accommodation policies and treaty mandates, to ensure that First Nations' interests inform Crown land and resource decisions; and
- Provide corporate direction and advice on First Nations' interests for Crown land and resource decisions.

Note: Both strategies were transferred to the Treaty Negotiation Office.

Performance Measure	2003/04 Target	2003/04 Actual	Explanation of Variance
• Client satisfaction for strategic policies and direction regarding First Nations' interest in Crown land and resources	**Amended Target**[1]: Performance measure and target removed.		**Dropped.** This performance measure has been removed due to the transfer of Aboriginal Land and Resources Branch to the Treaty Negotiations Office in June, 2003.

[1] **Original target:** "Complete benchmark client survey by end of 2003/04."

Accomplishments

- Provided advice and support on corporate consultation issues to support ministry land-use planning and other ministries on operational guidelines for consultations, as well as on specific consultation issues.
- Helped negotiate protocol and other agreements with First Nations on economic development, land-use and resource management planning, data exchange and other matters, which will encourage investment and assist rural community development.

Objective 3: An integrated sustainable resource management framework that informs Cabinet and Treasury Board decisions

Upon ministerial direction, the scope of this objective was narrowed during the year so that a framework for sustainable resource management will only be applied to ministry strategic planning and policy initiatives. This will be accomplished through the application of Governance Principles for Sustainability. The performance measure was revised accordingly.

Principal Strategies:

- Develop policy guidelines for the implementation of the sustainable resource management framework;
- Develop an indicator report series — *State of Sustainable Resource Management in B.C.* — in collaboration with other resource agencies and the B.C. Progress Board; and
- Improve application of governance principles to land and resource management.

Note: The first strategy has been completed (see explanation of variance below) and the second and third are ongoing.

Performance Measure	2003/04 Target	2003/04 Actual	Explanation of Variance
Amended Measure[1]: • Percentage of ministry's new key strategic policies that incorporate the Governance Principles for Sustainability (e.g., Working Forest, SRMPs, etc.)	**Amended Target:** • Baselines and targets for new measure determined	• The 2003/04 baseline was determined as 52%. The only strategic policies approved in the year were 31 SRMPs, and 16 of these incorporated the Governance Principles for Sustainability • Targets were set at 50% for 2004/05, 75% for 2005/06 and 100% for 2006/07 and beyond	**Achieved** • Application guidelines were developed for the Governance Principles for Sustainability for use within the ministry. Accordingly, a new measure, baseline and targets were developed

[1] **Original measure:** "Policy guidelines for the implementation of sustainable resource management framework approved by Cabinet."

Accomplishments

- Finalized and posted on the ministry Website the Governance Principles for Sustainability, and developed application guidelines for the principles. The principles will be applied to ministry-led strategic resource management policies and plans such as the Working Forest Initiative, LRMPs and SRMPs.
- Co-hosted a workshop in November 2003 on "The Business Case for Sustainability."
- Worked with the Mining Association of B.C. and the Ministry of Energy and Mines to initiate development of a "Sustainable Mining Strategy for B.C."

- Co-chaired the Sustainable Development Working Group of the Pacific Northwest Economic Region.
- Participated in a five-year evaluation of the Georgia Basin Ecosystem Initiative.
- Was a key signatory to the "Framework for Collaboration: Launching the Five-Year Georgia Basin Action Plan."

Objective 4: Effective and efficient delivery of the ministry's mission

In order to achieve this objective, the ministry adopted performance planning, reporting and evaluation strategies to ensure that its performance is effective, efficient, accountable and risk-managed. The performance measure was chosen to gauge the progress of implementing performance reporting.

Principal Strategies:

- Develop and implement a comprehensive performance-management system.

Performance Measure	2003/04 Target	2003/04 Actual	Explanation of Variance
• Performance reporting fully operational	• By end of 2003/04	• Quarterly reporting fully operational • Simple, low-cost, exploratory spreadsheet and Web-based performance tracking system in place • Other tracking systems being tested	**Achieved.** Organizational changes and urgent pressures have prevented a more rapid development and implementation of a performance tracking system throughout the ministry.

Accomplishments

- Quarterly reporting system used by all divisions.
- Corporate calendar used by ministry executive.
- Released 2002/03 Annual Service Plan Report in June 2003.
- Successfully completed annual senior management planning meeting in late September 2003.
- Released 2004/05 – 2006/07 Service Plan in February 2004.
- Implementing enterprise-wide risk management. High-priority risks have been identified and risk mitigation plans are being developed for these as the first stages in this implementation.

Goal 4: Organizational excellence

Core Business Area: *Executive and Support Services*

Objective 1: Demonstrated visionary leadership and continuous improvement

Good progress has been made with introduction of 360-degree assessments for executives and a continued focus on employee performance and development planning as well as leadership and competency development.

Principal Strategies:

- Support staff participation in leadership and renewal activities;
- Support staff development of core competencies;
- Develop succession plans for critical positions;
- Involve staff in discussions on what the ministry is doing and why, and how their activities link to government priorities; and
- On a quarterly basis, review and ensure that plans and actions of all staff are focused to achieve ministry priorities.

Performance Measures	2003/04 Target	2003/04 Actual	Explanation of Variance
• Percentage of staff who have entered an Employee Performance and Development Plan cycle	• 100% of staff have entered the cycle by end of 2003/04	• 89%	**Not achieved.** Organizational changes, workforce adjustment activities and urgent pressures have resulted in slower progress in some areas.
• Percentage of staff who receive 360-degree feedback	**Amended Target[1]:** • 100% of executive by end of 2003/04	• 100%	**Achieved** • Executive decision to limit the application of 360-degree feedback to executive, based on government direction to all ministries to ensure roll-out to an equivalent management level in all branches • Performance target to be rewritten

Performance Measure	2003/04 Target	2003/04 Actual	Explanation of Variance
• Annual survey of clients to determine whether they understand what the ministry is trying to achieve and whether the ministry is doing it in the most efficient and effective way	**Amended Target[2]:** • Measure dropped because it duplicated survey activity under Goal 2 and because of government direction to minimize survey activity because of respondent fatigue		**Dropped**

[1] **Original target:** "100% of senior management staff by end of 2003/04."

[2] **Original target:** "Client survey conducted, ministry benchmark established and future targets set by end of 2003/04."

The first two performance measures were used to confirm commitment to a performance management culture across the ministry through Employee Performance and Development Plan and executive use of 360-degree feedback.

Accomplishments

- Implemented a 360-degree assessment and feedback process for executive staff.
- Announced a pilot mentoring program related to succession planning and competency development in March 2004. The program is intended to commence April 2004.
- Accessed over $309,000 of corporately-funded leadership, training and development courses through Learning Services.
- Provided employees with ongoing and regular communication related to the service plan, budget and ministry priorities and activities.

Objective 2: Performance-focused staff

The ministry made good progress in continuing the focus on employee performance and development planning, with both targets under this objective having been achieved.

Principal Strategies:

- Develop an employee-orientation program that focuses on direction, mandate and key services;
- Introduce 360-degree feedback to employees;
- Ensure that staff have Employee Performance and Development Plans in place ;
- Implement rewards and recognition program; and
- Ensure that staff understand the value of ministry achievements and how they contribute to ministry success.

Note: The first strategy has been completed and the remainder are ongoing.

Performance Measures	2003/04 Target	2003/04 Actual	Explanation of Variance
• Percentage of staff who have entered an Employee Performance and Development Plan cycle and meet or exceed performance goals	• 80% of staff who have entered an Employee Performance and Development Plan cycle act on feedback to improve performance by end of 2003/04	• 98%	**Achieved**
• Percentage of staff who receive 360-degree feedback	• 100% of executive act on 360-degree feedback by end of 2003/04 to improve performance	• 100%	**Achieved**

These performance measures were used to gauge the progress of promoting a performance management culture across the ministry through Employee Performance and Development Plans and executive use of 360-degree feedback.

Accomplishments

- A staff coalition was formed to develop an employee orientation program.
- Employee recognition activity included Long Service Awards, Minister's Awards and recognition under the Staff Appreciation and Awards recognition program.
- Provided employees with ongoing and regular communication related to the service plan, budget and ministry priorities and activities.

Objective 3: Accountability and transparency to the public

The ministry has successfully entered into numerous service-level agreements with outside agencies that will result in cost-effective shared services and clear accountabilities.

Principal Strategies:

- Efficient use of public funds through shared services;
- Provide clear and easy access to ministry services;
- Clear assignment of ministry priorities and resources with government priorities; and
- Clear accountabilities and ownership at all levels.

Performance Measure	2003/04 Target	2003/04 Actual	Explanation of Variance
• Services acquired at levels and costs specified in service-level agreements for shared and consolidated services	• Service level agreements in place by the end of 2003/04	• Ministry has signed service-level agreements or schedules for shared and/or consolidated services with BC Building Corporation, Solutions BC and BC Public Service Agency	**Achieved**

This performance measure and target were used to keep track of the number of service level agreements that were entered into by the ministry.

Deregulation

The ministry has nearly achieved its *New Era* commitment to cut red tape and reduce the regulatory burden as part of its three-year deregulation plan. As reported on page 46, the ministry achieved a 24.1 per cent reduction in the number of regulatory requirements relative to its June 2001 base. This was well ahead of its 19.2 per cent target for the fiscal. It represented a 12 percentage point reduction in the year, equivalent to the whole of the reduction to the end of the previous fiscal year. The ministry is confident that its 30 per cent deregulation target will be exceeded by June 2004.

Report on Resources

Introduction

The ministry's performance and accomplishments were achieved with operating expenditures of $89.1 million, 1 per cent less than budgeted and 24 per cent below 2002/03 actual expenditures. Capital expenditures were 21 per cent less than budgeted but 39 per cent larger than in 2002/03. Staff levels were 6 per cent less than budgeted and 21 per cent lower than in 2002/03.

2003/04 Resource Summary by Core Business Area

	Estimated	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Sustainable Economic Development	25,096		25,096	24,621	475
Integrated Land and Resource Information	52,404		52,404	53,079	(675)
Sound Governance	1,995		1,995	2,783	(788)
Property Assessment Services	1		1	1	0
Executive and Support Services[1]	10,505		10,505	8,637	1,868
Ministry Sub Total	90,001		90,001	89,121	880
Agricultural Land Commission[2]	2,296		2,296	2,263	33
Crown Land Special Account	—		—	—	—
Total	**92,297**		**92,297**	**91,384**	**913**
Full-time Equivalents (FTEs)					
Sustainable Economic Development	177		177	169	8
Integrated Land and Resource Information	516		516	494	22
Sound Governance	21		21	23	(2)
Property Assessment Services	11		11	9	2
Executive and Support Services[1]	207		207	183	24
Ministry Sub Total	932		932	878	54
Agricultural Land Commission[2]	22		22	21	1
Total	**954**		**954**	**899**	**55**

[1] Executive and Support Services includes the Minister's Office, the Minister of State's Office, Deputy Minister's Office and the finance, administration, information technology and human resource support services for all ministry core businesses. Corporate Services FTEs under Executive and Support Services also support the Ministry of Water, Land and Air Protection and other agencies through service agreements.

[2] The Agricultural Land Commission has its own annual service plan report.

	Estimated	Other Authorizations	Total Estimated	Actual	Variance
Ministry Capital Expenditures (CRF) ($000)					
Sustainable Economic Development	501		501	110	391
Integrated Land and Resource Information	7,646		7,646	6,418	1,228
Sound Governance	5		5	34	(29)
Property Assessment Services	50		50	9	41
Executive and Support Services[1]	97		97	0	97
Ministry Sub Total	8,299		8,299	6,571	1,728
Agricultural Land Commission[2]	43		43	0	43
Total	**8,342**		**8,342**	**6,571**	**1,771**
Other Financing Transactions ($000)					
Crown Land Special Account					
Receipts	900		900	0	900
Disbursements	1,000		1,000	0	1,000
Total Net Cash Source (Requirements)	**(100)**		**(100)**	**0**	**(100)**

[1] Executive and Support Services includes the Minister's Office, the Minister of State's Office, Deputy Minister's Office and the finance, administration, information technology and human resource support services for all ministry core businesses. Corporate Services FTEs under Executive and Support Services also support the Ministry of Water, Land and Air Protection and other agencies through service agreements.

[2] The Agricultural Land Commission has its own annual service plan report.

Operating Expenditure Variances

The 1 per cent under-expenditure in ministry operating expenditures resulted from a workforce adjustment, discussed below, which was greater than budgeted. This was largely offset by some significant unbudgeted expenditures, discussed under Ministry Operating Context. The ministry was able to manage these expenditure pressures, identified early in the fiscal year, by reallocating resources and taking advantage of savings as they arose.

The Land Title Branch under the Integrated Land and Resource Information core business area required additional resources to handle a surge in transaction volumes, and these were diverted from most other programs in this core business area, but particularly the loading of data to the land and resource data warehouse and the development of partnerships.

Responsibility for provincial contaminated sites was assigned to the ministry and a new program was set up under the Sound Governance core business area after the 2003/04 budget was allocated to the ministry through the Estimates process. The program was unfunded in both operating budget and FTEs, and this fully accounts for the variance in this core business area. Savings were generated in the Executive and Support Services core business area from reduced overhead costs and other measures to ensure that the ministry remained within its overall budget in 2003/04 and to prepare for the 2004/05 target budget.

Staffing and Workforce Adjustment

The ministry reduced its workforce by 21 per cent in terms of staff utilized, 4 percentage points more than planned. This occurred largely in the core business areas of Sustainable Economic Development, Integrated Land and Resource Information and Executive and Support Services, which account for 96 per cent of the ministry's operating expenditures. It was largely due to the unpredictable impacts of incentive programs for early retirement and voluntary departure, plus delays resulting from changes in recruitment practices. The unfunded introduction of the contaminated sites program resulted in a reallocation of additional staff resources to Sound Governance after the 2003/04 budget was allocated, and accounts for the variance in this core business area.

Capital Expenditure Variance

The ministry has focused on maximizing the effectiveness of capital expenditures to meet service plan goals, while at the same time controlling future amortization costs resulting from these capital expenditures. As a result, the ministry under-spent its budget by 21 per cent, although its expenditures were considerably higher than in the previous year when expenditures were under-spent by approximately the same percentage and for the same reason. Capital spending has been focused on the development of information systems required to support the ministry and client needs.

Operating Expenditures by Goals

The ministry's operating expenditures by goal are shown in the Overview of Ministry Goals, beginning on page 29, and comments are provided there on changes from 2002/03. They have been calculated by estimating the Goal 4 expenditures under each core business area. Goal 4 expenditures were lower than in 2002/03 due to a greater use of central training services.

Appendix A: Glossary of Distinct Ministry Terms and Acronyms Used

ALC: Agricultural Land Commission.

BTAA: *Budget Transparency and Accountability Act* (as amended in August 2001).

Cadastre, Cadastral: The term "cadastre" and the adjective "cadastral" refer to a register, survey or map of lands as a basis for taxation. Cadastral data or information is essentially the information that enables the accurate depiction of a legal survey on a map. Together, all of this information is called cadastral fabric. The system that manages this information for the province is the Cadastral Data Management System (CDMS).

CIT: Coast Information Team.

CLRG: Corporate Land and Resource Governance division.

CSD: Corporate Services Division.

DMCNRE: Deputy Minister's Committee on Natural Resources and the Economy.

EAO: Environmental Assessment Office.

EFS: Electronic Filing System.

EPDP: Employee Performance Development Plan.

FTE: Full-time equivalent.

GDP: Gross domestic product.

Integrated Cadastral Information Society (ICI): A not-for-profit society at the centre of a unique partnership struck by the ministry, six utility companies and the local governments of B.C. to collectively reduce property mapping costs and create new value in an integrated property map product that combines provincial Crown land and private parcels.

LISD: Land Information Services Division.

LWBC: Land and Water British Columbia Inc.

LRDW: Land and Resource Data Warehouse.

LRMP: Land and Resource Management Plan, is a strategic, multi-agency, integrated resource plan at the sub-regional level.

MSRM: Ministry of Sustainable Resource Management.

MWLAP: Ministry of Water, Land and Air Protection.

Partnership Management Framework: A strategy and supporting policies, procedures and reporting requirements that ensures that the ministry's pursuit of partnerships for cost recovery and cost reduction advance the public interest.

RISC: The Resource Information Standards Committee is responsible for establishing standards for natural and cultural resource inventories, including collection, storage, analysis, interpretation and reporting of inventory data.

RMD: Resource Management Division.

SRMP: A sustainable resource management plan produced as a result of the SRM Planning process described below.

Sustainable Resource Management Planning (SRM Planning): The consolidated approach of the Ministry of Sustainable Resource Management to planning at the landscape level on provincial Crown lands. SRM Planning will allow the ministry to implement land-use plans; identify economic opportunities; support efficient, sustainable development; and conserve environmental values.

TNO: Treaty Negotiations Office; part of the Ministry of Attorney General.

TRIM: The name for the BC base mapping program, and the acronym is derived from terrain resource information management.

Appendix B: Legislation Administered by the Ministry

Agricultural Land Commission Act

Assessment Act

Assessment Authority Act

Boundary Act

Environment and Land Use Act

Environmental Assessment Act

Financial Administration Act (regulations pertaining to the retention of fees by the BC Assets and Land Corporation (BCAL) and its services regulation. Note: BCAL is now Land and Water British Columbia Inc.)

Fish Protection Act (except section 12)

Forest Land Reserve Act

Forest Practices Code of British Columbia Act (sections 3 (1), (2), (3), and (4), except in relation to collection of public money, other than fines and administration of deposits and securities payable)

Greenbelt Act

Heritage Conservation Act (except sections 24-31, insofar as it relates to the portfolio of the minister)

Land Act

Land (Spouse Protection) Act

Land Survey Act

Land Surveyors Act

Land Title Act (sections 219 (3) (c), (11) (b) and (13); section 219, except subsections (3) (c), 11 (b) and (13), insofar as it relates to the portfolio of the minister; remainder of the act, except section 82)

Land Title Inquiry Act

Land Transfer Form Act

Libby Dam Reservoir Act

Ministry of Environment Act (section 4 (2) (d))

Ministry of Lands, Parks and Housing Act (sections 2 (3), 3 (3), 5 (a) and (d), 6, 7, 8 and 9)

Motor Vehicle (All Terrain) Act

Muskwa-Kechika Management Area Act

Railway Act (section 33)

University Endowment Land Act (sections 2 (1) (a) and (d) and 3 (b))

Water Act

Water Utility Act

This list is also available at http://www.legis.gov.bc.ca/procs/allacts/srm.htm

Appendix C: Regional Offices/Contacts

Resource Management Division

Southern Interior Regional Service Centre

Thompson-Okanagan Region
1259 Dalhousie Dr., Kamloops BC V2C 5Z5
Phone: (250) 371-6300
Fax: (250) 371-6234

Cariboo Region
400–640 Borland Ave., Williams Lake BC V2G 4T1
Phone: (250) 398-4538
Fax: (250) 398-4214

Kootenay Region
401 - 333 Victoria St., Nelson BC V1L 4K3
Phone: (250) 354-6920
Fax: (250) 354-6367

Coast Region Service Centre

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Phone: (250) 751-3237
Fax: (250) 751-3245

Surrey
10470 - 152 Street, Surrey BC V3R 0Y3
Phone: (604) 930-7107
Fax: (604) 930-7103

Northern Interior Regional Service Centre

Prince George
3-1011 4th Ave., Prince George BC V2L 3H9
Phone: (250) 565-6135
Fax: (250) 565-6629

Fort St. John
10003 110th Ave., Fort St. John BC V1J 6M7
Phone: (250) 787-3411
Fax: (250) 787-3490

Smithers
3726 Alfred Ave., Smithers BC V0J 2N0
Phone: (250) 847-7528
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Land Information Services Division

Victoria Service Centre

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Appendix D: Organizational Structure — March 2004